Amendment 1
TennCare Decision Support Services (TCDS)
RFS # 318.65-186

Responses to Written Comments

Item #	Question	Response
	Note: in the questions that follow, any vendor's restatement of the text of the *Request for Vendor Presentations* (the "*Request*") is for reference purposes only and shall not be construed to change the original *Request* wording.	
1.	Do you have any information for us regarding cost layout and details? We are making progress on cost estimations, but do not know how you need to see things laid out.	**This information will be distributed at the same time as the State's Responses to Written Comments.**
2.	Next, you call for provision for 120 simultaneous on line State users to access basic, pre-programmed reports, 60 for query and analysis capability, as well as executive management and other users. [a] Are the 60 a subset of the 120? [b] Are the executive managers a subset of either of these? [c] Will they all be truly simultaneous users, or can you give us an idea as to how many users will truly be accessing the applications at the same time?	**[a] The 60 are a subset of the 120.** **[b] The executive managers are generally a subset of the 120 simultaneous users with access to basic, preprogrammed reports. Three to four may access the databases.** **[c] The system should accommodate 120 simultaneous users as stated in the REQUEST. There will be approximately 200 total users.**
3.	Are you networked so that a single high speed data link to your network will suffice for reporting and analysis, or would we need to anticipate multiple lines?	**A single high-speed data link would be sufficient as long as the bandwidth of that single link is sufficient.**
4.	[a] What is the total number of claims that TennCare expects to populate the TCDS with [b] What is the total number of encounters? [c] How many additional claims/encounters are expected to be added every year?	**[a] 7 millon per year** **[b] 90 million per year** **[c] 96 million per year**
5.	Please provide Hardware and Software platforms used by TCMIS.	**The Interchange system runs on two Sun 4800's with the one box the core of the online update and claims engine and the second box containing the historical data and the Fraud and Abuse MARS and SURS functionality. The software is a SUN Solaris 9 operating system with Oracle Financial system running 8i/11i and the other databases run Oracle 9i version 2 release 4.**
6.	Page 4 / Section 2 / Application Software and User Access / Point #1 The RFP states, "*...web-based access shall be provided for a maximum of 120 simultaneous on-line State users*". Since many software vendors have per-seat licensing policies, how many users, in total, are expected to use the system?	**Approximately 200.**

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7.	Page 4/ Section 2 / Application Software and User Access / Point #2 The RFP states, "…*State personnel will need to directly access the Contractor's TCDS software to support the State's own analysis efforts, apart from the analyses performed by the Contractor. Therefore, the State requires 60 copies of the interface software to support this function. The users of this software shall have query and analysis capabilities, with the ability to generate user-developed reports.*" [a] Are these 60 users included in the 120 users that need simultaneous web-based access? [b] How many users require ad hoc query capabilities? [c] How many users require the capability to do table and field additions/edits and report development? [d] How many users require the capability to do cube (OLAP) development?	[a] See the State's response to Item #2 above. [b] **The 60 referenced here will have ad hoc query capability.** [c] **Approximately 60 (predominately report development).** [d] **Approximately 20 (included in the 60 in [c] above).**
8.	Page 4 / Section 2 / Application Software and User Access / Point #3 The RFP states, "*Executive management reporting and analysis tools accessed on the desktop of State and TennCare executive management and other users. The reporting and analysis tools should include, at a minimum, prepackaged reports, query, online analytical processing (OLAP), and scenario planning tools.*" [a] Are these users included in the 120 simultaneous users? [b] If not, how many?	[a] **Yes.** [b] **N/A.**
9.	Page 6 / Section 2 / Consulting and Support / Point #1 The RFP requires 3 on-site SMEs to accomplish analytic work. After the vendor presentation, our understanding is that the SMEs would have to be senior-level persons with deep knowledge of both data and TennCare business problems. Our understanding is that a mix of less experienced and more experienced SMEs would not meet Tennessee's need for quick ROI and critical system monitoring. [a] Should the 3 people be junior, mid-level, or senior level people? [b] Should they have a high level understanding and several years experience in both Medicaid and associated analytics? [c] What are the minimum skill and experience	[a] **At a minimum, one senior and two mid-level.** [b] **Yes.** [c] **Related College Degree and/or work experience:** 1. **Strong statistical and analytical, data manipulation, problem solving, and report preparation skills** 2. **Proficiency with PC and Server applications including statistical analysis software programs (SAS, SQL, TSO, etc.)** 3. **Working knowledge of relational databases.** 4. **Knowledge of public and/or private managed care concepts, familiarity with NCQA/HEDIS requirements and specifications, proficiency in health care information coding schemes.**

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	requirements for each of the three SMEs?	5. **Knowledge and/or experience with HEDIS-based survey methodologies and clinical studies.**
10.	Page 6 / Section 2 / Consulting and Support / Point #4 The RFP states, "*Training of two (2) State personnel in the use of the Contractor's TCDS application, analytical tools, and databases for decision support analysis.*" [a] Is this training intended to be the "train-the-trainer" training, where the 2 users will train the remaining users in querying, reporting, and analysis? [b] If not, then how many users does the State expect the vendor to train on querying, reporting, and analysis?	**[a] Train the trainer.** **[b] N/A.**
11.	Page 8 / Section 4 / Data Refresh What is the maximum allowable time to load the weekly claims and encounters data in the system?	**Within 24 hours.**
12.	The RFP requires "120 simultaneous on-line State users", however it does not mention the total number of users. How many end-users of the system are required?	**Approximately 200.**
13.	[a] How many total claim header and detail records are generated per month by the various claim types (e.g., Professional, Facility, Drug, etc.)? [b] Of this total, how many per month are encounter records?	**[a] 8 million** **[b] 7.5 million**
14.	If available, please provide claim volume information by month or year for the historical period to be included in the TCDS.	**See the State's response to Item #4 above.**
15.	We understand that information that will feed the TCDS will be extracted from one centralized data repository that resides on a Sun UNIX computer with an Oracle DBMS. Could TennCare confirm this understanding? Is this centralized data repository part of the core TCMIS or a physically separate system?	**This is correct; it is part of the core TCMIS/Interchange system. However, there may be additional data requirements, which may be extracted from proprietary files.**
16.	What other data sources, if any (e.g., provider information, eligibility, long-term care), are not considered part of the central data repository but will feed the TCDS?	**There are numerous data sources, all on the same physical piece of hardware but may be contained in proprietary flat files or in an Oracle database (e.g., SDX, BENDEX, Eligibility files, LTC, Enrollment, Provider, MCC information and files from other state agencies).**
17.	Please describe and provide a diagram of the technical environment(s) for each source to be extracted to feed the TCDS.	**The majority of the data feed would originate from an Oracle database. Dependent upon design the need to handle additional proprietary feeds from external entities would also be necessary. A schematic of the entire footprint is attached and appears on the following website:** **http://state.tn.us/finance/oir/pcm/rfps.html**
18.	What database system and programming tools are	**All databases for Interchange are running Oracle 9i**

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	available on the source systems?	**and a full Oracle Suite of tools is available.**
19.	Please describe your preferred data communications approach for the TCDS (e.g., VPN, T1, etc.).	**A dedicated T1 or DS3 (dependent upon detailed system design).**
20.	Section 8.A.2.a.i. Planning Phase Please clarify the following: [a] Where are the business users located? [b] How many business users are there? [c] What assumptions can we make about the level of involvement of TennCare business users during the planning phase? [d] Will TennCare require that interviews be conducted at the business users' work location? [e] Are working spaces (offices/conference room(s)) available to the contractor in close proximity to the business users? [f] Will phone, fax and Internet resources be available to the contractor in close proximity to the business users?	**[a] 729 Church Street, Doctors Building, State offices at the Schaller Building, Metro Center, Department of Childrens Services, Department of Human Services, Capital, and Snodgrass TennessseeTower. All locations are in the Nashville area.** **[b] Approximately 200.** **[c] TennCare will commit knowledgeable end users and technical staff to the planning phase.** **[d] Yes.** **[e] If required, the State can provide up to ten (10) work spaces at the Snodgrass Tennessee Tower, in Nashville, during the Implementation Phase; and up to five (5) can be provided on an ongoing basis.** **[f] Yes. At the same workspaces referenced in [e] above. Note that any users accessing State of Tennessee network resources must be familiar with the Computer Crimes Act and will be required to sign the State's Acceptable Use Policy. Please see the following links for additional information:** **http://www.state.tn.us/finance/oir/accept.pdf** **http://www.state.tn.us/finance/oir/ca/TNCCA.pdf**
21.	Section 8.A.2.b. Please confirm that Section 4 Performance Requirements represents the all contractor requirements?	**The Performance Requirements in the document represent the major requirements. However, the vendor must design and price its solution to provide production performance that would be generally acceptable in a mission-critical decision support system of this magnitude.**
22.	Section 8.A.2b. Please specify what certification is being referenced. [a] What are the applicable "certification criteria? [b] What is the ETL schedule? [c] What are the applicable Federal and State policies as referenced in this section?	**CMS Certification.** **[a] Certification based on cost benefit/value added and meeting the requirements of CMS for DSS/Data Warehouses. CMS will visit the site and perform an audit to ensure that the system meets the requirements of the State's *Request for Vendor Presentations* (the "*Request*"). See http://www.cms.hhs.gov/medicaid/.** **[b] Weekly; see the *Request*, Section 4, Data Refresh bullet.** **[c] Most of the applicable policies are found at the above CMS website and at the following websites.** **http://www.michie.com (for Tennessee Code Annotated)** **http://www.state.tn.us/finance/oir/**

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		http://www.tennesseeanytime.org/laws/index.html
23.	Section 8.A.3. Should Transition Services be priced separately from Implementation and Operation?	**No. The Proposer shall include all costs, including those for Transition Services, within the costs proposed for Implementation and Operation of the Tennessee Decision Support Services (TCDS) system.** **See the attached *Cost Proposal Notice to Vendor*, which includes the *Cost Proposal & Scoring Guide*.**
24.	Section 8.A.4. [a] Do all identified reports currently exist within the TennCare environment? [b] If yes, please provide examples.	**[a] No.** **[b] N/A.**
25.	Section 8.C.3.a. What is the required form for the invoice and what typically does the State require as supporting documentation?	**The invoice must be in hard-copy form. The State is somewhat flexible with regard to the specific layout. However, an invoice such as that required by Pro Forma Contract Section C.3.a would typically include the following information:** • **Vendor name (on Vendor letterhead)** • **Invoice number** • **Date invoice was produced** • **Vendor FEIN number** • **State of Tennessee Contract number** • **Itemized reductions (if any) for partial data loading, as described in the Attached Revisions to *Pro Forma* Contract, item 4.** • **Total invoice amount** • **Copy(ies) of written State approvals of deliverables required for the project phase or phases in question** **The above list is typical; however, the State reserves the right to require changes in format or additional supporting documentation as required.** **See also the State's response to Item #40 below.**
26.	Section 8.C.3.b. How will retroactive adjustments to enrollment and/or the "population basis" affect billing and payment?	**We will determine the population basis from the daily enrollment on the 15th of each month. Retroactive adjustments will not be taken into account in regard to billing and payment.**
27.	Section 8.C.4. [a] Does the State anticipate that no work, meetings or interviews will occur at the State's facilities? [b] If no, are anticipated travel costs to be factored into the Implementation and Operations fees?	**[a] Meetings and interviews should occur at state facilities. Development work may occur at the Vendor's facilities.** **[b] As stated in Pro Forma Contract Section C.4, "The Contractor shall not be compensated or reimbursed for travel, meals, or lodging." Therefore, it is up to the Proposer to factor these costs into the costs proposed for Implementation and Operations, if so desired.**
28.	Section 2 TCDS Data Base Design, Implementation, and	**[a] Source system is a SUN Solaris system with the**

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	Update Services; Bullet 2: Analysis, purification and conversion of existing TennCare Data into TCDS. Our solution allows for rapid deployment and multiple iterations providing users the ability to quickly see and use the delivered business functionality. To better estimate the resources and time needed, please provide the following for each source for Claims, Provider and Beneficiary data: [a] Brief description of the source system including years in production [b] Programming language [c] Database platform [d] Number of FTEs supporting the systems and the number of Source System Subject Matter Experts available for each system [e] Data Models	**data being stored on an Oracle 9i database. There are 6 years of archived claims being stored on an Oracle database. The Provider and Beneficiary data are also stored in an Oracle database.** **[b] Programming languages are "C" and Power Builder.** **[c] Oracle** **[d] 14 full time maintenance people on staff. In addition to several hundred SME's at our disposal through a number of EDS center of excellence facilities.** **[e] Erwin data models are available for viewing at State offices in Nashville, Tennessee. Vendors may make an appointment to view the data model by contacting Bubba Mullen, at (615) 253-2354, or walter.l.mullen@state.tn.us.**
29.	Section 2 TCDS Data Base Design, Implementation, and Update Services; Bullet 3 To better estimate the cleansing level of effort, please provide data quality standards or procedures in place to existing sources of Claims, Provider and Beneficiary data or any recent data quality reports for these sources.	**The new TCMIS/Interchange system was implemented on August 9th. The standard of data revolves around the HIPAA transaction set.**
30.	Section 2 TCDS Data Base Design, Implementation, and Update Services; Bullet 5 To ensure that our solution is tailored to meeting the aforementioned requirements and priced accordingly, please state the specific Federal, State and Bureau of TennCare requirements and provide specific TennCare requirements regarding operations and maintenance requirements.	**See State's response to Item #22 above.** **The State of Tennessee follows industry best practices for operations and maintenance.**
31.	Section 2 TCDS Data Base Design, Implementation, and Update Services; Bullet 5 What development standards currently exist regarding program code quality and program code review?	**Please refer to state standards at the following website.** **http://www.state.tn.us/finance/oir/**
32.	Section 2 Application Software and User Access; Bullet 1 and Bullet 3: User access is defined for the on-line, web-based access and executive management reporting and analysis on the desktop. In order to appropriately gauge the size of middleware servers required, please indicate the total number of expected users internal and external to the State by: [a] *Executive/Casual Users* – users that access specific data periodically and require predefined and formatted reports.	**[a] 120** **[b] 60** **[c] 20**

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	[b] *Managers/Analysts* – users that analyze specific data, report their analysis and data to others, and require access to detailed data as part of the analysis process. [c] *Power Users* –users that access large volumes of data, report their analysis and data, and create information to be shared with others.	
33.	Section 3.2 Design and Development of the TCDS; Second Bullet [a] In order to estimate the level of effort needed for extraction, transformation, cleansing and loading, please indicate whether sufficient metadata about all data sources for Claims, Provider and Beneficiary data exists including available system and user documentation, field descriptions, how the fields are used and associated business rules. [b] Please provide a sample of the metadata documentation for each system, if available.	**[a] Yes it exists in our detailed design documents. The information is available from our new system implemented on August 9, 2004 and is well documented.** **[b] Metadata is available for review on site. Vendors may make an appointment to view the data model by contacting Bubba Mullen, as described in the State's response to Item #28 above.**
34.	Section 3.2 Design and Development of the TCDS; Fourth Bullet To optimize the cost of the solution by leveraging available technology, licensing arrangements, and minimally impacting existing infrastructure, please provide existing hardware/software topology and/or whether TennCare has a preference in this area.	**See the State's response to Item #5 above.**
35.	Do you have any information for us regarding cost layout and details?	**See the State's response to Item #1 above.**
36.	Request for Vendor Presentation (RVP), Page 4 [a] Can you give us an idea as to how many users will truly be accessing the applications at the same time? [b] You call for provision for 120 simultaneous on line State users to access basic, pre-programmed reports, 60 for query and analysis capability, as well as executive management and other users. Are the 60 a subset of the 120? Are the executive managers a subset of either of these? Will they all be truly simultaneous users?	**[a] Plan for 120, as required under the contract.** **[b] See the State's response to Item #2 above.**
37.	Are you networked so that a single high speed data link to your network will suffice for reporting and analysis, or would we need to anticipate multiple lines?	**See the State's response to Item #3 above.**
38.	RVP, Page 4: Are the "other users" mentioned as needing "reporting and analysis tools accessed on the desktop" also State employees?	**The other users will be State employees and contractors assigned to the State.**
39.	What is the nature and format of the TCMIS data that we will receive?	**The state request says the Vendor is responsible for the extraction, transformation and load of the data files from the existing TCMIS. The existing TCMIS stores the majority of that data in multiple Oracle databases. This may not be inclusive of all data necessary. Additional loads may be necessary, including proprietary formatted files.**

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40.	Pro-Forma Contract (PFC) 8.C.3.a. Implementation Payment Methodology, Page 21: [a] We need clarification of the types of supporting documentation needed prior to any payment reference. [b] Is the supporting documentation referring to the Systems Documentation referred to on RVP page 9, or is it referring to contractor administrative cost tracking of the project?	**[a]** **See the State's response to Item #25 above.** **[b]** **All deliverables associated with the Implementation Phase, including the Systems Documentation described on pages 9 and 10 of the *Request*, must be completed and submitted for the State's written approval in accordance with the requirements stated in the *Request*. The State's approval of the invoice for the Implementation Phase will be contingent upon the receipt of all deliverables associated with the Implementation Phase.** **The State is not sure what the vendor means by "contractor administrative cost tracking." However, assuming that the vendor is referring to the contractor's internal costs associated with developing and implementing the TCDS and incurred during the Implementation Phase, the State does not normally request such cost tracking records for a <u>fixed-price</u> Implementation Phase as a condition for payment of the invoice for that phase.** **The State assumes that all costs, administrative or otherwise, are included in the fixed price proposed for the One-Time, Fixed Implementation Cost (see the attached *Cost Proposal & Scoring Guide*).** **The foregoing notwithstanding, the State does reserve the right to request documentation of costs related to the development and implementation of TCDS in accordance with *Pro Forma* Contract Section D.8.**
41.	PFC 8.C.3.b. Operations Payment Methodology, Page 21: Since the monthly operations invoice will include the population basis and the PMPM rate agreed upon in the contract to arrive at the total monthly billing, please give examples of any other additional types of supporting documentation expected of the Contractor.	**The State anticipates basing payments on the documentation described in *Pro Forma* Contract Section C.3.b. However, the State reserves the right to request additional supporting documentation relating to those bills as set forth in Pro Forma Contract Section D8.**
42.	PFC 8.C.6. Invoice Reductions, Page 22: We need clarification of the types of audits referred to. [a] For the "implementation invoice", does this mean that the audit is to insure the specific phases referred to in 8.A.2.a. have been completed? [b] For the "operation invoices", does this mean that the audit is to insure the number of members reconciles to the TennCare membership rolls and the invoice rate reconciles to the specific contract rate for the period billed? [c] Are there other audit considerations?	**In general, the audits mentioned in Pro Forma Contract Section C.6 are rare and, by definition, arise in cases of disputed billing.** **[a]** **The scenario the vendor describes is one possible scenario; however, there could be others, involving more detailed audits under the provisions of *Pro Forma* Contract Section D.8.** **[b]** **The scenario the vendor describes is one possible scenario; however, there could be others, involving more detailed audits under the provisions of *Pro Forma* Contract Section D.8.** **[c]** **The State's audit rights are set forth in Pro**

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		Forma Contract Section D.8.
43.	PFC 8.C.8. Automatic Deposits, Page 23: There is no reference in the contract as to the State's commitment to the number of workdays for making this payment after receipt of the invoice. [a] What is the expectation for the payment turnaround for this contract? [b] Where will this be in the contract?	[a] **Payment processing timeframes are governed by the Prompt Payment Act, T.C.A. 12-4-701/707; and F&A Policy 15.** **T.C.A. (Tennessee Code Annotated) may be found at the following website: www.michie.com.** **F&A Policy 15 may be found at the following link:** **http://www.state.tn.us/finance/act/policy15.pdf** [b] **The provisions in question appear in the T.C.A, which governs the Contract; they are not in the Contract.**
44.	PFC 8.D.8. Records, Page24: [a] What types of audits will be performed? This appears to be a fee for service contract (RVP Cover, Page 3). [b] Since typical fee for service contracts do not include a provision for audits, how is this contract different? This will impact the ultimate costs and operating PMPMs due to the time and effort of our employees to accommodate financial audits.	**The Contract resulting from this procurement has both Fixed-Price (for the Implementation Phase) and Fee-for-Service (for the Operations Phase) components.** [a] **The State cannot predict the types of audits that might occur. Please refer to *Pro Forma* Contract Section D.8.** [b] **While the State cannot predict the future need for audits, the State would anticipate that audits of the nature described in *Pro Forma* Contract Sections C.6 and D.8 would be rare.**
45.	Are you going to send us a 'format' for the cost proposal. We are working on it now but it'd be helpful if we had a format to follow in order to expedite things.	**See the State's response to Item #1 above.**
46.	I was hoping that you coudl [sic] provide our presentation scoring. Is that possible?	**No. All scoring associated with the Vendor Presentation and the Cost Proposal shall be available for public review when the State distributes the Evaluation Notice.**

Amendment 1

Revisions to *Pro-Forma* Contract

1.   Delete *Pro Forma* Contract, Section A.1, in its entirety and replace it with the following:

   A.1.   <u>General Scope of the TCDS project</u>. Contractor will provide the TCDS in accordance with the requirements expressed herein, and in Sections 2, 3, and 4 of the *Request for Vendor Presentations*, dated August 6, 2004 (the "Request"), these sections to be incorporated into this Contract as Attachment A. The Contractor shall also provide the TCDS in accordance with the commitments and obligations described in its "Written Presentation," which shall be incorporated by reference as described in Contract Section E.9.

2.   Delete *Pro Forma* Contract, Section A.2.a, final paragraph, in its entirety and replace it with the following:

   The State shall compensate the contractor for Implementation in accordance with Contract Section C.3.a.

3.   Delete the "Service Unit/Milestone" and "Amount" columns in *Pro Forma* Contract, Section C.3.a, along with their descriptions, in their entirety and replace with the following:

SERVICE UNIT/MILESTONE	AMOUNT
TCDS Implementation	$[NUMBER AMOUNT]

4.   Add the following as the final paragraph of *Pro Forma* Contract Section C.3.a, immediately following the Service Unit/Milestone Amount:

   The State will compensate the Contractor for TCDS Implementation as follows: On January 1, 2005 the State will assess the percentage of TennCare data that is loaded on the vendor's TCDS system, and available for the State's reporting purposes. The vendor may then invoice the State for a portion of the TCDS Implementation Amount listed above that correlates with the percentage of data that has been loaded and is available for the State's reporting use as of January 1, 2005. For example, if the percentage of data loaded and available for reporting is 35%, then the vendor may invoice the State for 35% of the TCDS Implementation Amount; the remainder to be paid upon completion of loading of the full six (6) years of TennCare data.

5.   Delete the next to last paragraph in *Pro Forma* Contract Section C.3.b in its entirety and replace it with the following:

   The Contractor shall derive the monthly invoice amount by multiplying the applicable Monthly Cost Per Member on the TennCare Rolls, from the table above, by the total number of recipients on the TennCare membership rolls as of the fifteenth day of the billing month in question (the "population basis"). Therefore, billing shall always occur after the services have been provided. Note that the population basis shall be adjusted to correlate with the percentage of TennCare data loaded on the Contractor's TCDS system, and available for the State's reporting use, as described in the following paragraph.

   The first month for which the vendor will bill the State for Operations shall be no earlier than January 2005. The State shall compensate the vendor for Operations as follows: On January 31, 2005 the State will assess the percentage of TennCare data that is loaded on the vendor's TCDS system, and is available for the State's reporting purposes. The State will then apply this percentage to the population basis prior to using the population basis to derive the invoice amount. In other words, the formula at the end of each month of Operations services shall be: Monthly Operations Invoice Amount = Monthly Cost Per Member on the TennCare Rolls X (percentage of data loaded and available for reporting use [as of the last day of the month in question] X the population basis [as of the 15th day of the month in question]). The Contractor shall invoice the State on a monthly basis for Operations and the same formula shall be

applied at the end of each succeeding month. See the following examples (THESE ARE EXAMPLES ONLY AND BEAR NO RELATION TO ACTUAL OR ANTICIPATED VOLUMES OR COSTS):

For purposes of these examples, assume a TennCare population basis that is stable at 1,000,000 for each month and a Monthly Cost per Member of $0.10.

If, on January 31, 2005, the Contractor has loaded 35% of the data, and this data is available for the State's reporting use, then the Amount of the Operations invoice for January 2005 would be: $0.10 X (.35 X 1,000,000) = $35,000.

If, on February 28, 2005, the Contractor has loaded an additional %15 of the data, and this data is available for the State's reporting use, then the Amount of the Operations invoice for February 2005 would be: $0.10 X (.50 X 1,000,000) = $50,000.

If, on March 31, 2005, the Contractor has loaded all of the remaining data, and this data is available for the State's reporting use, then the Amount of the Operations invoice for March 2005 would be: $0.10 X (1.00 X 1,000,000) = $100,000.

Assuming the population basis were to remain stable at 1,000,000, then each subsequent month's invoice for Contract Year 1 would be $100,000. New "Monthly Cost per Member Rates" would take effect in subsequent years.